

The Office of the Inspector General
United States Army Fires Center of Excellence

For the
Order & Discipline



A publication for the Soldiers, Army civilians and families at Fort Sill, Oklahoma

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Inspector
General
Mission

The Office of the Inspector General provides assistance, teaches and trains and conducts inspections and investigations as directed by the Commanding General for and throughout the United States Army Fires Center of Excellence and Fort Sill in order to assist commanders in achieving disciplined and combat-ready units and to maintain the operational effectiveness of the command.

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Editor: Capt. Jedidiah Z. Schlissel

Our office can be reached by email at usar-my.sill.fcoe.mbx.fort-sill-inspector-general@mail.mil or by phone at (580) 442-3224.

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and not the Department of Defense or its elements. The content contained within does not necessarily reflect the U.S. Army's position or supersede information in other official publications.

Purpose: Originally distributed as the FCoE IG Bulletin, a monthly publication, this format features a wider variety of topics that affect the Fort Sill population. The contents exemplify a component of our Teaching and Training function to improve command readiness and warfighting capability for units across the installation.

Introductory Note

Lt. Col. Cynthia P. Henderson, command inspector general

Picture
Unavailable

Greetings, Fires community! On Dec. 11, Maj. Gen. Kenneth Kamper swore me in as the command inspector general for the Fires Center of Excellence here at Fort Sill. To serve in this position of trust and confidence is humbling and I do not take it lightly. It has been over 20 years since I first arrived at Fort Sill and began my career as a field artillery officer. As such, I am sincerely honored to be back in beautiful Oklahoma. From my early days of being a student at the Field Artillery Basic Course at Snow Hall, training alongside Soldiers in Echo, 1-79th, delivering rounds to firing batteries while in headquarters service battery, 1-78th, or experiencing how Fort Sill changed after 9/11, I am reminded of how precious time, and the passage of it, truly is. The most important commodity not traded on the stock market is often the one taken for granted. As both Fort Sill and Lawton have gone through their own metamorphoses to become the beacons that my eyes see today, so too have I. Ladies and gentlemen, I surmise that sometimes you have to go back to where you began to realize how far you have come and impart encouragement/lessons learned along the journey to those coming behind. I look forward to doing that and more during my time here.

I am most grateful to my predecessor, retired Lt. Col. Timothy Diley. Because of his care, concern and dedication, I inherited a team of well-versed IG professionals who take immense pride in their duties. Whether it is providing steadfast support and on-time assistance to commanders, Soldiers, families, Army civilians or contractors, this office has not

and will not waiver in our efforts. Improving readiness is paramount and your IG professionals remain focused on supporting all.

In the days ahead, I will have the honor of administering the inspector general oath to four assistant IGs, IAW Army Regulation 20-1, Inspector General Activities and Procedures. These qualified, senior noncommissioned officers continue to support the IG's four functions: assistance, investigations, inspections and teaching and training. Their knowledge, coupled with the rest of the IG teammates, will be critical as we prepare for next quarter's inspection focus area, unit counseling procedures.

Leaders, as the command inspector general, I too look forward to providing Soldiers, families, commanders, Army civilians, contractors and all in need, the tools to enhance their organizations. While I have had the opportunity to meet with a few of the commanders/leaders, I endeavor and look forward to meet with all.

In the interim, know that my team and I are here to support all Fort Sill personnel. Feel free to contact my team or me directly and let us assist in making your unit Fires Strong!

“Droit-et-Avant”

Lt. Col. Cynthia P. Henderson entered active duty as a 13A, field artillery officer, in 2000, and transitioned to her control branch of Adjutant General Corps, then 42B, in 2004. She has served in various positions including G1 at 19th Expeditionary Sustainment Command, personnel accountability division chief at 14th Human Resources Sustainment Command, and executive officer to the Forces Command chief of staff. Henderson has been serving as the command inspector general at the USAFCoEFS Office of the Inspector General since September 2020.

COMMAND CORNER



Introductions

Master Sgt. Warren L. Jenkins, inspector general NCOIC



Eight months ago I gladly accepted the challenge of becoming an inspector general (IG), not really knowing before then that it could be a viable opportunity for me. Not long afterward I received a phone call from Master Sgt. Sal-

vador Valle, the then noncommissioned officer in charge (NCOIC) at the Fires Center of Excellence (FCoE) IG office, in which he informed me that I would be replace him vafter his retirement. This is a position which brings with it a great deal of responsibility, which I do not take lightly. I look forward to the opportunity to support the FCoE mission.

Throughout my nearly 20 years of service I have tackled many challenges and accrued innumerable experiences which I plan to share with the team, both in this directorate and across the installation. I look forward to the new challenges that await me here. My previous assignments include being stationed in Fort Drum, New York, Fort Knox, Kentucky and most recently Fort Campbell, Kentucky. A 13B by trade, I have performed all positions from cannon crew member to Battery 1st sergeant. I will bring all that knowledge and leadership experience from those positions along with my upcoming training at the Inspector General School to improve command readiness and warfighting capability for units across the installation.

As an inspector general I will work diligently to aid the Soldiers and families of Fort Sill,

through the IG's four function of Teaching and Training, Assistance, Investigations, and Inspections. It is obvious to me that Valle accomplished some great work here as the NCOIC; he has assuredly left some big shoes to fill. But I am up for the challenge and will begin immediately by working with chains of command and noncommissioned officer support channels, that complimentary and most powerful tool, to make our organizations better.

Having been stationed at Fort Sill about three months, I have already had the opportunity to meet several command teams at all levels across the installation. I look forward to meeting as many leaders and Soldiers as possible. I have already witnessed the IG's function of teaching and training in action; I believe this function alone is a force multiplier, and I look forward to participating in that force multiplication.

Master Sgt. Warren L. Jenkins entered active duty as a 13B, cannon crewmember in January 2001. He has served in various positions including platoon sergeant, battalion master gunner, battalion operations noncommissioned officer in charge, and most recently battery first sergeant in the 101st Airborne Division (Air Assault). Jenkins has been serving as an inspector general at the USAFCEFS Office of the Inspector General since September 2020.

Did

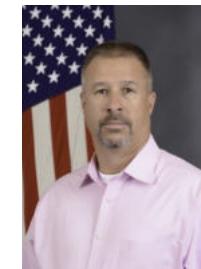
you

know?

According to AR 600-20, para. 2-19., the NCO support channel is a distinct but separate leadership chain that "parallels and complements the chain of command. It is a channel of communication and supervision from the CSM to the 1SG, and then to other NCOs and enlisted personnel of the unit. Commanders will define the responsibilities and authority of their NCOs to their staffs and subordinates. This NCO support channel will assist the chain of command in accomplishing" a wide-ranging spectrum of responsibilities.

Release of inspector general records

Lloyd E. Dixon, deputy inspector general



It is common for a Soldier seeking assistance from the local Inspector General (IG) Office to ask for a copy of the results of an investigation or inquiry or some other document used in an IG case. When the IG informs the Soldier that he

or she can not release the records, they invariably display an expression of surprise and ask "why not?" In short, the local IG Office is not the release authority for the records. All IG records, including United States Army Reserve, and Army National Guard IG records, are the property of the Secretary of the Army (SA). IGs maintain these records on behalf of the SA. The SA's designated authority for all IG records is the Inspector General (TIG), a lieutenant general at Department of the Army level.

IG records are documents that IGs produce through the performance of IG duties or documents given to an IG in confidence, including those received in the course of an IG complaint. IG records often contain sensitive and confidential information. Army IG records are any written or recorded IG work-product created during the course of an IG assistance inquiry, inspection, investigative inquiry, or investigation. IG records include, but are not limited to, correspondence or documents received from a witness or a person requesting assistance, IG reports, IG-Network data, or other computer automated data processing files or data, to include IG notes and working papers. Unauthorized use or release of IG records can undermine the trust in the IG system. As a general rule, IG records will not be used as the basis for adverse action against any individual. In all cases IG records are protected and governed by specific rules set forth in Army Regulation (AR) 20-1, Inspector General Activities and Procedures.

Non-IG records are documents contained within an IG file created by oth-

er Army or Federal agencies or documents from outside the Federal Government. While these records may be under the control of the IG to conduct assistance inquiries, inspections, investigative inquiries and investigations, release of these records remains under the jurisdiction of the originating organization.

Army IG records and information release are in place to balance the confidentiality of those seeking assistance from, testifying to, and providing information to the IG with the law, with the needs of the Army, and with due process concerns. This balance release enhances the public's trust in the Army IG system and in the IG's effectiveness as an impartial inspector, assistor and investigator.

Personnel can make requests for IG records for official use or by a request under the Freedom of Information Act (FOIA). Requests for IG records must be in writing and submitted for action to DAIG's Records-Release Office, the U.S. Army Inspector General Agency (SAIG-JAR), 1700 Army Pentagon, Room 1E132, Washington, DC 20310-1700, or emailed to usarmy.pentagon.hqda-otig.mbx.saig-zxl@mail.mil. Personnel must submit in writing or via email and reasonably identify the IG records sought (that is, the name of the complainant or subject, date of the investigation, where the IG investigation was conducted, and so forth). The requestor must also state the specific purpose or intended use of the IG records.

Bottom line; all the documents the IG either creates or collects while conducting his or her activities cannot be released by the local IG. Even individuals who have provided statements or documents to the IG must submit a FOIA request to obtain a copy of their own testimony or documents.

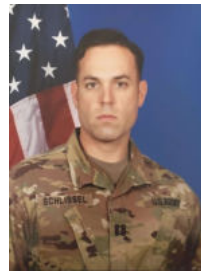
Lloyd Dixon entered civilian service as an assistant inspector general in 2008. He has been serving as the deputy inspector general at the USAFCEFS Office of the Inspector General since April 2010.



Personnel can make requests for IG records for official use or by a request under the Freedom of Information Act.

Army inspection policy and principles

Capt. Jedidiah Z. Schlissel, chief of inspections



The Army considers inspections important to the healthy maintenance of an organization's combat effectiveness. An inspection is an "evaluation that measures performance against a standard and should identify the cause

of any deviation. All inspections start with compliance against a standard. Commanders tailor inspections to their needs" (Army Inspection Policy, Army Regulation (AR) 1-201, Glossary). A standard is the way things should be. A properly designed inspection will focus on measuring a unit's compliance against established standards, ensuring the Army, as a whole, can function effectively in its combat role. This policy provides intent, purpose and requirements for an over-arching inspection program, and principles that govern it.

The Army provides many reasons to conduct inspections, though chief among them are the following: First, inspections proactively resolve issues that affect units' readiness and warfighting capability. Second, inspections promote and reinforce good performance and best practices. Third, the choice of inspection areas or focuses underscores leadership priorities, and has impact at the lowest levels of their formations.

The Army Inspection Policy, AR 1-201, is the foundational regulation governing all inspections in the Army. The most important aspect of AR 1-201 is its establishment of the Organizational Inspection Program (OIP). The OIP is a "comprehensive, written plan that addresses all inspections and audits conducted by the command/program/directorate and its subordinate elements as well as those inspections and audits scheduled by outside agencies." Its stated purpose is the coordination of all inspections and audits into a single, cohesive, well-synchronized program for the identification, prevention and elimination

of problem areas. Further, it requires commanders to designate an OIP coordinator. Additionally this regulation identifies corresponding responsibilities, defines inspection terms and concepts and outlines the Army's inspection principles. Among its themes is the integration of inspections in units' battle rhythms.

There are a number of types of inspections which fall under the umbrella of the OIP. Command inspections help verify that units comply with regulations and policies and assist commanders in holding leaders at all levels accountable for this compliance, for example, Initial Command Inspections (ICIs), and Subsequent Command Inspections (SCIs). Staff Inspections occur at the commander's discretion; they are compliance-oriented and focus on a single functional area or a few related areas (OPSEC, CSDP, Safety). Inspector General (IG) Inspections are Inspections directed by the Commanding General (the IG's Directing Authority); these focus principally on issues that are systemic in nature and that affect many units throughout the command. Contrary to popular belief, this type of Inspection falls under the greater umbrella of the OIP, not visa versa. This regulation also reinforces the Managers Internal Control Program (MICP); all commanders and managers have an inherent responsibility to establish and maintain effective internal controls in accordance with the MICP (AR 11-2). Staff Assisted Visits (SAVs) are not inspections. SAVs are teaching and training opportunities hosted by higher echelons that support staff inspections.

ICIs, which fall under Command Inspections, have a number of salient characteristics and requirements. ICIs will occur within the first 90 days of assumption of command (for active component units) - brigade, battalion and battery (the most important level for inspection). ICIs ensure that the new commander understands the unit's strengths and weaknesses in relation to higher head-

Continued on page 7

The choice of inspection areas or focuses underscores leadership priorities, and has impact at the lowest levels of their formations

Army inspection policies and principles

(continued)

(From page 6)
quarters' goals. The ICI will not, however, evaluate the commander's performance since assuming command. Commanders will not use the results of ICIs to compare units. At a minimum, the commander of the inspecting unit must attend the in-briefings and out-briefings, actively conduct part of the inspection, and provide the inspected commander with an assessment of strengths and weaknesses upon completion. The policy no longer requires commanders to conduct SCIs, but if commanders elect to conduct them, this policy requires that commanders conduct SCIs after subordinate units receive sufficient time to make corrections identified in the ICIs or other inspections. (AR 1-201, para 3-3.)

This policy identifies **five principles** that apply to all Army inspections (AR 1-201, para 2-2.).

Inspections must be (1) **purposeful**: The commander must designate a specific purpose for the inspection. It must be related to mission accomplishment. It must be tailored to meet the commander's needs while remaining relevant and responsive. The inspection must also be performance-oriented and start with an evaluation against a standard.

Inspections must be (2) **coordinated**: The commander must ensure the proper coordination of inspections. An annual review of all scheduled inspections should occur that answers the following three questions: Can this inspection be canceled or combined with another inspection? Does this inspection duplicate or complement another inspection? And do inspection reports from other agencies or echelons of command exist that can assist in the conduct of an inspection?

Inspections must be (3) **focused on feedback**, incorporating written inspection reports as the main output of the inspection. Inspections are critical because they provide the commander

with accurate and timely feedback. Inspection results must include the identification of root causes, the identification of strengths and weaknesses, the implementation of corrective actions and the sharing of inspection results.

Inspections must be (4) **instructive**: Teaching and training is an essential element of all inspections and is the overarching purpose of Staff Assistance Visits. No inspection is complete if the units or agencies inspected have not learned about goals and standards and how to achieve them. This means that inspectors themselves must be subject matter experts in their respective area of inspection.

Inspections must be (5) **followed up**: Inspections expend valuable resources and are not complete unless a unit or agency develops and executes a follow-up inspection or plan to ensure the implementation of corrective actions tied to identified root-causes (see page 8 for more on root-cause analysis). Follow-up actions can include re-inspections, telephone calls or visits to proponents to check on the progress of corrective actions, requests for formal responses (such as a reply by memorandum).

All involved leaders understand that if something is important you must inspect what you expect! The Army delineates helpful requirements for the effective inspection of units at all levels. Properly executed, inspections allow the commander to have insight as to how well units adhere to regulations and inspections provide tools to fix systemic errors when they are identified. "To err is nature, to rectify error is glory." – President George Washington

Capt. Jedidiah Schlissel entered active duty as a 13A, Field Artillery officer, in 2011. He has served in various positions including battery commander, fire support officer and multiple launcher rocket system platoon leader. Schlissel has been serving as a division branch chief at the USAFCEFS Office of the Inspector General since May 2019.



The OIP's stated purpose is the coordination of all inspections and audits into a single, cohesive, well-synchronized program for the identification, prevention, and elimination of problem areas.

What is the root cause?

By Sgt. 1st Class Eric P. Castillo, assistant inspector general



One of the main functions of an Inspector General (IG) Inspection is to help determine the root cause of deficiencies found. They help evaluate to its source, why non-compliance exists when compared to an Army standard. The IG helps determine why some thing or process was deficient and help provide recommendations on how to fix that problem. Any recommendation the IG provides typically charges an individual or agency with correcting the deficiency. The root-cause analysis model is made up of three separate areas to determine why a standard was not met. The IG uses three root causes, **don't know**, **can't comply**, and **won't comply**, to help understand why units do not meet a task or standard.

Don't know: The first area associated with non-compliance, and the most common, is that personnel do not know what the standard is. Regulations continually change and not everyone is aware of new updates or changes. Typically, as a service member, our organization expects us to adhere to standards and policies even if they change. As the Army changes, personnel must stay up-to-date with regulatory guidance by ensuring they reference the most current version. A good example of the "don't-know" root cause is the proper use of mandatory suspension of favorable actions in AR 600-8-2 (Suspension of Favorable Personnel Actions (Flag)) when conducting a Commander's Inquiry in accordance with AR 15-6, Procedures for Administrative Investigations and Boards of Officers. By regulation, personnel must be flagged if the investigation or inquiry may result in disciplinary or adverse administrative action, but some leaders may not know that.

The second possible root-cause to determine non-compliance is **can't comply**. Usually when units or personnel cannot adhere to the regulation or policy,

due to an external impediment, including logistics or resources. Resources are commodities, and scarce, their absence or short supply creates obstacles. Time is one example of an important resource. Training and Doctrine Regulation (TR) 350-6 (Initial Entry Trainee Policy) governs how much time a Trainee is given to eat their meals. Most notably, Trainees shall be allowed at least 15 minutes of time seated in order to refuel for optimized performance in training. If multiple basic combat training units are at max fill, Trainees may end up getting less than 15 minutes due to the throughput of the dining facility (DFAC). Leaders and cadre know the standard in TR 350-6, but the amount of Trainees needing to get through may result in less than 15 minutes of time seated. In this case, time is prohibitive, and leaders are unable to comply in this situation, at no fault of their own.

The third and most flippant root-cause, **won't comply**, describes a unit or person choosing non-compliance of a standard. Of the three areas, this one leads ultimately to the most trouble. Some personnel consciously choose not to comply with requirements set forth in regulation due to disagreement. In other words, personnel believe the requirement is unnecessary, "stupid," or they think they can get away with their flouting of a particular standard. For example in AR 600-9, Army Body Composition Program (ABCP), if a Soldier again exceeds body fat standards within 12 months after release and has no underlying medical condition, the regulation states that the commander will initiate a Department of the Army Form 268 (Report To Suspend Favorable Personnel Actions (Flag)) and will initiate separation action, impose a bar to continued service, or transfer inactive ready reserve. Flagging authorities in the Army have attempted to forego separation proceedings by using Flag Code "X" – the flag code for

Continued on page 9

The IG uses three root causes, don't know, can't comply, and won't comply, to help understand why units do not meet a task or standard.

What is the root cause?

(continued)

(From page 8)
"Other" instead of Flag code "K," designated for ABCP violations. When improperly using the code of "X" instead of "K," the monthly reports do not properly reflect an ABCP violation. This improper code usage results in no system prompts to upload accompanying documents required for flag code "K" submissions, in accordance with AR 600-8-104 (Army Military Human Resource Records Management), allowing Soldiers and leaders to game the system.

All personnel in the Army must adhere to its standards; this fact is a basic and far-reaching requirement of one's voluntary service. By using the Root Cause Analysis Model, one may identify the nature of each instance of

failure to maintain a standard. Based on the findings of an inspection, IGs make recommendations by determining if the root cause is systemic in nature or if the root cause is a local issue. Every problem has a root cause, and by employing the principles and elements outlined in the Army Inspection Policy (AR 1-201) the IG helps develop effective solutions to the problem by avoiding short-term fixes.

Sgt. 1st Class Eric Castillo entered active duty as a 14T, patriot launching station-enhanced operator/maintainer, in 2002. He has served in various positions including team chief, squad leader, platoon sergeant and first sergeant. Castillo has been serving as an assistant inspector general at the USAFCEFS Office of the Inspector General since July 2016.

Root Cause: The underlying reason something happens or does not happen.

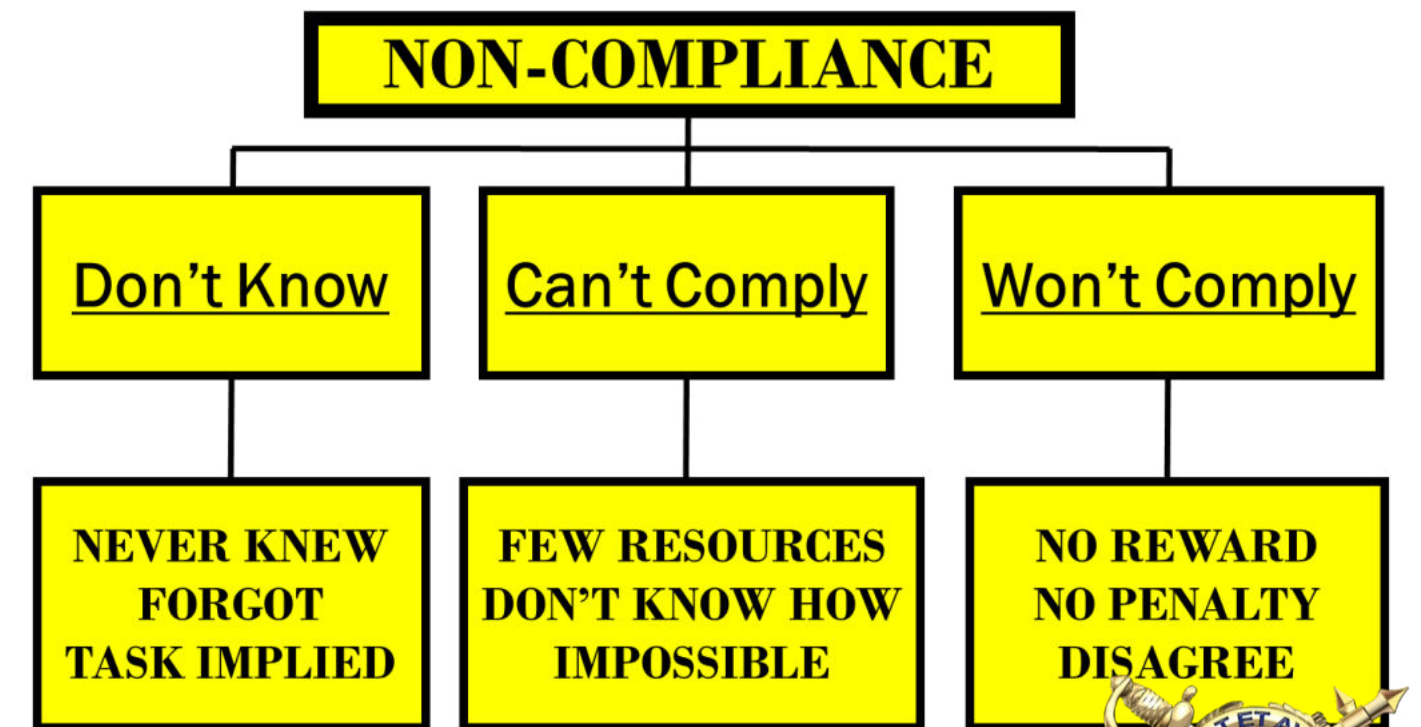


Figure 1: Inspectors general derive recommendations to correct non-compliance in accordance with these identified root causes.



Inspector General events

Oath administrations

Maj. Gen. Kamper administers the Inspector General Oath to Lt. Col Henderson, the newly certified command inspector general here at Fort Sill



Mr. Dixon, the deputy inspector general, administers the oath for temporary inspectors general, newly arrived Sgts. 1st Class Maxwell and Prevatt, in lieu of their certification at The Inspector General School



Inspector General events

Guest speaking



Cadre from 1st Battalion, 79th Field Artillery invited CPT Schlissel to perform the duties of a guest speaker to a graduating class at Basic Combat Training. It is always an honor to participate in the life events of Soldiers and cadre on this installation.



Inspector General events

Farewells

Our office said
goodbye to Sgt.
1st Class Young
after 2 years as an
IG.



Before taking his position, Sgt. 1st
Class was “hard-stripe” promoted to
the long-awaited position of 1st Sgt.



He conducted his
change of respon-
sibility, becoming
a first sergeant at
1st Battalion,
78th Field Artil-
lery.



Inspector General events

Retirement and birthday

Lt. Col. Diley,
the prior com-
mand inspector
general, pictured
with his family,
retired from this
office.



This office threw
Mr. Dixon, the
deputy inspector
general, an im-
promptu birth-
day celebration,
being careful not
to mention his
age.

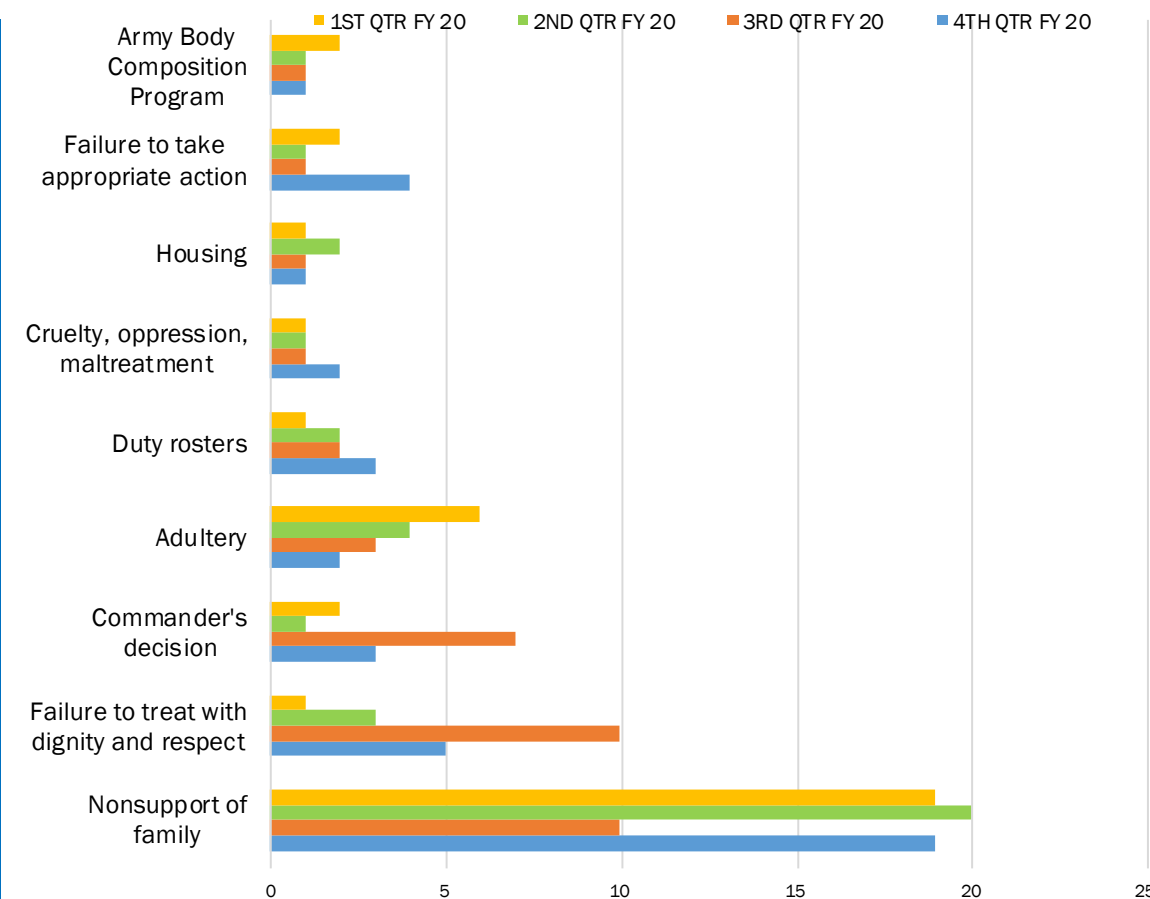


TRENDS

Trends for Fort Sill

Assistance and investigations

Fort Sill Inspector General Office cases: last 4 quarters



Top Five Major Categories †

- 1. Command / leadership issues (163/183) ↑**
 - Nonsupport of family (67/68) ↑
 - Dignity and respect (12/20) ↑
 - Commander's decisions (16/13) ↓
- 2. Personnel management – military (77/78) ↑**
 - Leave and pass (7/13) ↑
 - Flagging actions (16/8) ↓
 - Assignment orders (3/8) ↑
 - DEERS (9/5) ↓
- 3. Personal misconduct (33/49) ↑**
 - Hazing (6/7) ↑
 - Bullying (11/4) ↓
 - Cruelty, oppression mistreatment (1/5) ↑
 - Electronic harassment (1/5) ↑
- 4. Finance and accounting (13/25) ↑**
 - Adultery (16/15) ↓
 - Intimate (6/3) ↓
 - Fraternization (3/1) ↓
- 5. Sexual misconduct (30/21) ↓**

†Legend:
FY19 /FY20
↑ — increased number of assistance requests compared with FY 19
↓ — decreased number of assistance requests compared with FY 19

FCoE Trends †

Issues & Allegations: 452/491 ↑

- Assistance: 360/411 ↑
- Allegations: 92/80 ↓

Command referred allegations: 80*

- Command not-substantiated (69)
- Command substantiated (11)

*Determination tracking begun 01OCT2020
(For an explanation read "Command Referral: An Evolution," from FY20Q2, page 8.)

TRENDS

Trends for Fort Sill

Assistance and investigations

Fort Sill Inspector General Office cases:
Comparing 4th quarter FY 2019 with 4th quarter 2020*

Why Soldiers seek out inspectors general:

- Command referred issues (39/26)
- Requests for assistance (112/100) "I have a problem"

152/126 issues
brought to IGs

"What walks
through the door?"

Top Five Trending Categories Only (in descending order for FY20)

- 1. Command / leadership issues (56/58) ↑**
 - Nonsupport of family (19/19)
 - Dereliction of duty (0/6) ↑
 - Failure to treat individuals with dignity & respect (6/5) ↓
 - Caring for family members (5/5) ↔
 - Failure to take appropriate action (2/4) ↑
 - Family care plans (3/2) ↓
 - Failure to promote positive command climate (2/0) ↓
- 2. Personnel management – military (29/20) ↓**
 - Leave and pass (1/4) ↑
 - Request for discharge by SM-non punitive (1/3) ↑
 - Assignment orders (3/2) ↓
 - DEERS (6/1) ↓
 - Bar to reenlistment (2/1) ↓
- 3. Personal misconduct (11/9) ↓**
 - Hazing (3/3) ↔
 - Online misconduct (0/2) ↑
 - Cruelty, oppression, maltreatment (0/2) ↑
 - Communicating a threat (4/1) ↓
- 4. Finance and accounting (4/7) ↑**
 - Allowances (0/2) ↑
 - Permanent change of station (0/2) ↑
 - Basic pay (2/1) ↓
- 5. Law enforcement and security (1/5) ↑**
 - Search and seizure (0/3) ↑
 - Installation access (0/1) ↑

*Legend: (FY19 Q4/FY20 Q4)
↑ — increased number of assistance requests compared with FY 19 Q4
↓ — decreased number of assistance requests compared with FY 19 Q4
↔ — same number of assistance requests compared with FY 19 Q4

*What's going on
throughout the
installation?*

IG trends indicate issues or complaints brought to our office. One can best view IG trends as a snapshot in time of a general impression held by Soldiers, families and Army civilians regarding conduct at their unit. Restated, IG trends reflect more complainants' perception of wrongdoing in their units and reflect less precisely confirmed misconduct.

The vast majority of issues IGs resolve by reestablishing communication with unit leadership and by teaching and training Soldiers and units on the regulations governing those issues.

The vast majority of allegations return not substantiated.

Bottom Line: Most inspectors general spend most of their day solving problems brought to them by Soldiers, Army civilians and family members... it's what we do!

(Data as of October 1, 2020)



Soldier for life – transition under COVID

Sgt. 1st Class Adam M. Mays, assistant inspector general



Transitioning from the Army environment to the civilian workforce is replete with its own obstacles and stressors, now increased in light of the COVID-19 pandemic restrictions. The Soldier for Life (SFL) -

Transition Assistance Program (TAP) encourages transitioning Soldiers to look into their options 18-24 months prior to their separation date. One of the opportunities that Soldiers have is to request a 120-day internship with vetted Department of Defense (DoD) partners and industry companies.

The Fort Sill Transition Team, led by Ms. Jane Cunningham, Transition Service Manager, Mr. Thomas Miller, Transition Service Specialist, and Ms. Faith Gillespie provide assistance in the transition process from Soldier to the civilian workforce. While COVID-19 has impacted organizations' ability to conduct job fairs and "meet and greets" with future employers, the Transition Team understood that there needed to be a new approach in light of this new environment. They developed a webinar program to meet the ever-present needs of transitioning Soldiers.

The webinar program is a way for Soldiers, families, and DoD-vetted agencies to come together on a virtual platform, promoting a safer way of communicating with multiple agencies from behind a screen. Prior to conducting a webinar, Miller conducts an information brief on the DoD TAP along with services and opportunities available to Soldiers and their families. Transitioning Soldiers can participate in these webinars wherever their virtual platforms are accessible.

According to Miller, "We do this webinar every Tuesday at lunch time, at noon. Attending the Lunch, Learn and Connect webinar can be helpful for Soldiers to hear what skills and locations employers are looking for especially during COVID-19. Many of these employers

offer training, certifications, internships and employment opportunities. Some industries are not as affected by COVID-19 constraints such as Information Technology (IT), Cybersecurity and some financial and banking assets. We have connected a large number of military members into cybersecurity field. Service members bring technical skills, often certifications, real on-the-job skills, and employment background checks. This lunch webinar provides an opportunity to hear directly from companies, talk to them to determine if they wish to explore more and set up a plan to connect."

With approval from their command, Soldiers can request a 120-day internship with the company that they interacted with during the webinar. Miller said, "These internships give both Soldiers and employers an opportunity to connect and see if it's a match for future employment. It's like a 'test drive' with an apprentice program. One can see the success when a veteran Soldier was hired at Western Oklahoma State College, with a sign-on bonus to start in August and another service member, a Marine, was hired by Kirby Smith in Dallas-Fort Worth area, whether others were being furloughed or laid off but he was kept on. It's their skills, can-do attitude, and experience that employers want."

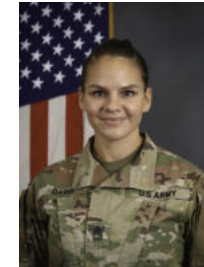
The presence of COVID-19 restrictions add another element of complication to the transition process. The SFL-TAP team at Fort Sill is eager to help and do all they can to mitigate the additional stress in light of the current operating environment. Transitioning Soldiers can contact the SFL-TAP team members at Building 4700, Suite 308 USAG Fort Sill, OK 73503, or call 580-442-6428.

Sgt. 1st Class Adam Mays entered active duty as a 13B, cannon crewmember, in 2001. He has served in various positions including operations, platoon sergeant, and project manager. Mays has been serving as an assistant inspector general at the USAFCEFS Office of the Inspector General since April 2017.

With approval from their Command, Soldiers can request a 120-day internship with the company that they interacted with during the webinar.

Winter Safety Awareness

Sgt. 1st Class Regan Davis, assistant inspector general



With the holidays upon us, Soldiers, civilians and family members prepare for their end-of-year exodus. It is important to remember that safety threats are numerous, even apart from the threat of sickness.

During this season families and friends come together to celebrate. Food and homemade recipes have a special way of bringing people together.

People can prepare their food, now, perhaps, more easily than ever before, using a range of potential appliances from instant pots to convectional ovens. However, these appliances bring their potential risks of causing fire or serious injury. That is why the Army encourages that Soldiers and family to obtain the proper training and read the owner's manual prior to operating any piece of equipment. This especially holds for appliances that can cause serious bodily harm and/or the destruction of property.

For Soldiers living in the barracks, ensure you read the current standard operating procedures to first identify if your cooking appliance is allowed in the barracks. A lot of home fires begin in the kitchen. You can use simple tips to prevent a kitchen fire. It is important to be attentive while preparing food. Do not wear loose sleeves while cooking and keep anything else that can burn, such as oven mitts, away from the stovetop. If you do have a fire while cooking, turn off the heat and cover burning pots until they are out. Home fires tend to increase during the holiday season. For a precaution you can implement these preventative steps:

- Change the batteries in your smoke and carbon monoxide detectors.
- Keep Christmas trees hydrated.
- Do not set up your tree next to heat sources, including fireplaces, space heaters, and radiators.

- Check your decorations and look for nonflammable varieties.
- Throw away any lights that have frayed wires or bare spots.
- Keep candles at least 12 inches away from anything that can catch on fire – never on a flammable surface. Never leave a burning candle unattended.
- Avoid plugging too many cords into the same electrical socket.
- Always follow the manufacturer's electrical safety tips and instructions for lighting; for example, if using incandescent bulbs, never string more than three strands together at a time.
- If you have a chimney, get it professionally cleaned each year. This keeps creosote and soot from building up, which can cause a house fire or carbon monoxide poisoning.
- Never hang stockings in front of a burning fireplace. Make sure you never leave your fireplace unattended or go to bed without making sure the fire has been properly extinguished.

Take this opportunity to nurture your own resiliency over the exodus. Follow Center for Disease Control guidelines on prevention of sickness. Keep yourself healthy by continuing to social distance along with wearing a mask. That doesn't mean to socially isolate yourself; look for ways to stay connected. Video chat, virtual gaming, and socially-distanced gatherings are also opportunities to spend time with loved ones during these stressful times.

Sgt. 1st Class Regan Davis entered active duty as a 92Y, unit supply specialists, in 2008. She has served in various positions including battalion logistics NCO, operations NCO and senior supply sergeant. Davis has been serving as assistant inspector general at the USAFCEFS Office of the Inspector General since August 2019.



Army abbreviations, brevity codes, and acronyms

Sgt. 1st Class Bradley K. Close, assistant inspector general



The ABCA, the Army's abbreviations, brevity codes, and acronyms tool is the authorized directory containing abbreviations, brevity codes, and acronyms (ABCAs) for Army use in accordance with (IAW) Army Regulation (AR) 25-30.

You can find it at <https://armypubs.army.mil>, listed under the "Tools" drop-down menu item. Soldiers often overlook ABCA, an under-used, perhaps a little-known resource. But ABCA is a very useful tool for preparing or reading correspondence and evaluations.

When using the ABCA tool, you can enter the ABCAs or the words/phrases that apply to your situation. However, you may have to use context when trying to determine the appropriate words/phrases for ABCAs. For example if you are trying to determine what "BC" is authorized for as you read an operation order, you will have to put it into context because "BC" is authorized for multiple uses such as battery commander, bradley commander, basic course, etc. Additionally, ABCA is a great tool for determining the correct capitalization when spelling out an acronym.

When preparing comments for officer and noncommissioned officer evaluations, raters and senior raters often find that they have to sacrifice content to accommodate for the limited space on the DA Forms 2166-9 and 67-10 series evaluation reports. IAW AR 623-3, evaluators may use authorized ABCAs found in the ABCA database in rating officials' comments. However, other ABCAs must be spelled out for the first time with the shortened form indicated within parentheses; thereafter the ABCA may be used alone. Using Army approved ABCAs for artillery table (AT), company (Co), battery (btry), field training exercise (FTX), and thousands more can save you space when preparing comments by not having

to spell them out after the first time they are used.

When preparing correspondence IAW AR 25-50, memorandums use ABCAs authorized by the ABCA tool or in the United States Government Printing Office Style Manual and standard dictionaries for abbreviations not authorized by AR 25-30. Prescribing regulations for various technical fields also provide authorized ABCAs. For example, ABCA authorizes abbreviated military grades for memorandums. However, general officers will use their full military grade on all correspondence. +-----

IAW AR 25-50 when preparing letters, use only common abbreviations found in standard dictionaries. Do not use military ABCAs, or military jargon in letters addressed to non-Department of Defense personnel, including spelling out all military grades.

Here are some guidelines to follow when using ABCAs for correspondence IAW AR 25-50:

- ☐ Use only well-known abbreviations or those you believe the recipient knows.
- ☐ Use a shortened version of the title or term instead of an acronym when a title or complete term will be used repeatedly in a document; for example, instead of "military interdepartmental purchase request," use "purchase request." If the complete title or term is lengthy, complex, or not well known, place the abbreviated form in parentheses after the first time the title or term is used. Thereafter, use only the shortened form. Do not use this method if the term will not be used repeatedly. Avoid beginning a sentence with an abbreviation or using them in the subject line, except for words like "Mr.," "Dr.," "Ms.," and so on.
- ☐ Use military and civilian acronyms in memorandums, if appropriate. Do not

Continued on page 21

But ABCA is a very useful tool for preparing or reading correspondence and evaluations.

Fraternization

Sgt. 1st Class George T. Schwarz, assistant inspector general



The Army is a people business. As members of the military, professional relationships with seniors, peers and subordinates are key to unit success. Cultivating and maintaining these professional relationships form the basis

for unit loyalty and foundation of shared values, in turn creating unit cohesion, and allowing for meaningful progression towards achieving unit missions, together. One such healthy environment is key for building trust and promoting good order and discipline in the Army.

Fraternization is among the more commonly witnessed prohibited behaviors, and one easy to fall into. It is possible for relationships to cross the boundaries of professionalism and for Soldiers to become friendlier than professionalism requires. Forming such relationships jeopardizes unit readiness and has a negative and deleterious impact on those involved. Crossing the lines of professionalism exposes the entire organization to vulnerabilities that are destructive to the units and the Army. As such the Army condemns such behavior, supporting its prohibitions with severe consequences if founded.

Service members must be aware of their interactions to avoid creating a perception of undue familiarity between senior and subordinate. Army Regulation 600-20 (Army Command Policy) para 4-16, outlines these rules, and helps identify prohibited relationships. Fraternization, when present, could compromise, or appear to compromise, the integrity of supervisory authority or the chain of command. It also could cause either actual or perceived partiality or unfairness. Fraternization could involve, or appear to involve, the improper use of grade or rank or position for personal gain. The Army views relationships involving fraternization to be or to be perceived as exploitative or coercive in nature. The existence

of fraternization creates an actual or clearly predictable adverse impact on discipline, authority, morale or the ability of the command to accomplish its mission.

Army policy specifically covers relationships between officers and non-commissioned officers and lower enlisted (AR 600-20, para 4-14.). This policy prohibits inequitable business relationships between persons of different cohorts, where one soldier may end up owing another money. (Notable exceptions include the landlord/tenant relationships or one-time transaction such as the sale of house or car.)

Relationships do not have to be sexual in nature to be prohibited or to be considered fraternization. For example, an officer spending more time with one subordinate than others could give the appearance of favoritism. Another example could be an officer calling subordinates by their first name; this could bring into question his or her authority or fairness. Gambling between ranks also falls under the fraternization category of behavior.

The Army prohibits Soldiers of different ranks (officer, NCO, junior enlisted Soldier) from dating, sharing living accommodations or forming intimate relationships. The Army prohibits relationships between an officer and an enlisted member or an NCO and a junior enlisted Soldier. However, exemptions exist if the marriage existed prior to their service or entry into their different cohorts. Nevertheless, when evidence is uncovered of fraternization between an officer and enlisted member or an NCO and a junior enlisted Soldier prior to their marriage, their marriage does not preclude appropriate command action based on the prior fraternization.

In addition to AR 600-20, Department of the Army Pamphlet 600-35, (Relationships between Soldiers of different rank) is

Continued on page 21

Cultivating and maintaining these professional relationships form the basis for unit loyalty and foundation of shared values, in turn creating unit cohesion .



Adultery and inappropriate relationships

By Sgt. 1st Class Julian M. Maez, assistant inspector general



Interpersonal interactions between service members, dependents, seniors and subordinates is an occupational hazard of being in the Army. However, the Army prohibits some interactions; we will discuss adultery, and inappropriate relationships. Soldiers guilty of these create turmoil, to the detriment of good order and discipline in their units, and bring discredit not only to their unit and the Army but the Armed forces as a whole. Soldiers must identify and understand these interactions in order to avoid them themselves, and prevent others from do so.

Adultery is any sexual intercourse between a married person and someone other than his or her spouse. Understand this works both ways, in that it is also adultery if you are not the married person and have sexual relations with a married person. This interaction can be applied to all, service members, dependents, seniors and subordinates. Unlike the civilian judicial system, adultery is, under the Uniform Code of Military Justice, a criminal offense. Punishment for committing this offense can range up to a Dishonorable or Bad Conduct Discharge, one year of confinement and all forfeiture of pay. Article 134 (Extramarital sexual conduct) from the 2019 Manual Court martial, a punitive article, replaced the 2016 version Article 134 (Adultery), implementing the 2018 amendments with adjusted elements and explanations.

Inappropriate relationships can occur between higher-ranking personnel and their subordinates. Inappropriate relationships do not have to be sexual in nature to be classified as prohibited. If an officer is spending more time with a subordinate than others, this could create the appearance of favoritism. Even an officer calling a subordinate by their first names could potentially call into question

his authority, fairness or discipline.

Army command policy delineates a number of behaviors that qualify as inappropriate relationships. The Army prohibits behavior that causes or can be perceived to cause partiality or unfairness. Army policy also governs behavior that involves the improper use of rank or position for personal gain. The Army also prohibits relationships that seem exploitative or coercive in nature. An inappropriate relationship can be any relationship that creates an adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission. Potential repercussions to Soldiers include adverse action, such as official reprimand, adverse evaluation report(s), non-judicial punishment, separation, bar to reenlistment, promotion denial, demotion, and courts martial under Article 134, (General Article).

In summary, adultery, and inappropriate relationships are prohibited interactions between service members, dependents, seniors and subordinates. Both are different in their level of severity, personnel involved, and respective potential punishment. Each Soldier should understand not only the definitions of each, but perhaps more importantly, they should have awareness about how others might perceive their actions to fall under one of these categories. All Soldiers and dependents have the cognitive skills to prevent these relations from occurring or continuing, maintaining good order and discipline within our ranks.

Sgt. 1st Class Julian Maez entered active duty as a 13J, senior fire control sergeant, in 2000. He has served in various positions including DIVARTY fire control sergeant, battalion fire control sergeant and operations sergeant. Maez has been serving as assistant inspector general at the USAFCEFS Office of the Inspector General since April 2020.

ABCA (continued)

Sgt. 1st Class Bradley K. Close

(From page 18)

use military acronyms when writing to individuals or organizations outside of DoD. Military personnel will use their full grades in letters.

- When an acronym is used, spell out the acronym the first time it is used and follow it with the acronym in parentheses. Thereafter, use the acronym. Do not overuse acronyms. Avoid using acronyms in the subject line.

ABCA is a great tool that most Soldiers are not even aware of. Using it can

significantly increase the effectiveness of Army communication, and fill gaps in our knowledge of approved Army conventions. Encourage use of this tool by subordinates, peers and superiors alike.

Sgt. 1st Class Bradley K. Close entered active duty as a 13M, multiple launcher rocket system crewmember, in 2011. He has served in various positions including platoon sergeant and battalion operations noncommissioned officer. Close has been serving as assistant inspector general at the USAFCEFS Office of the Inspector General since September 2020.

Soldiers will not walk during the conduct of PRT, including all designated post run routes, indoor and outdoor tracks. Walking is only authorized during the alternate event of the APFT. (P3T exception)

(Fort Sill Blue Book, para 7.d.).

Fraternization (continued)

By Sgt. 1st Class George T. Schwarz

(From page 19)

another great resource to help identify examples of proper and improper relationships between ranks in the Army. Consequences of violating the fraternization policy may include but are not limited to counseling, reprimand, order to cease, reassignment for one or all parties involved, administrative action or adverse action. Soldiers found substantiated for fraternization can expect punishment under Uniform Code of Military Justice, Art. 92 as a violation of a lawful general regulation, or classified under Article 134 (Fraternization) of the 2019 Manual Court Martial. Punishment could extend to dismissal from service, forfeiture of pay, and confinement for two years.

Bottom Line: As a military we rely

on each other and we build relationships as part of our job, making our team stronger and better. It is our responsibility to not let these connections affect the good order of our team. Take measure to avoid the perception of violating regulation. Treat all people with dignity and respect and ensure that your professional relationships remain professional.

Sgt. 1st Class George Schwarz entered active duty as a 13M, multiple launcher rocket system crewmember, in 2004. He has served in various positions including battalion platoon sergeant, battalion master gunner and brigade master gunner. Schwarz has been serving as assistant inspector general at the USAFCEFS Office of the Inspector General since April 2020.



Open Burn Pit Registry

By Sgt. 1st Class Eric J. Ballheimer, assistant inspector general



A priority for the Army is the education of the Army community concerning the Department of Veterans Affairs (VA) air-borne hazard and open burn pit registry. This registry is a database of information from veterans and service members. Participation in the registry is voluntary and does not affect access to one's health care or benefits. The registry's intent is to help monitor health conditions affecting eligible veterans and service members. The Department of Defense (DoD) and VA are also working on additional initiatives to address clinical issues and determine the need for any additional long-term health studies.

Veterans and service members who have been in close proximity of burn pits or exposed to the smoke for extended periods of time may have a higher probability of developing health complications and should consider registering. Exposure to burn pits was quite common among service members overseas, particularly those who served in Iraq and Afghanistan, and may develop short and long term health effects. A burn pit is an area devoted to open-air combustion of trash. The use of burn pits is a common waste disposal practice at military sites outside the United States. Smoke from these pits contained substances that may present short-term and long-term health effects, especially for personnel exposed for long periods of times and in close proximity of the fumes. Types of waste products destroyed in burn pits include, but are not limited to: chemicals, medical and human waste, munitions and unexploded ordnance and general rubbish. Burning waste in pits can create more air-borne hazards than compared to controlled high-temperature burning similarly found in commercial incinerators.

The registry's proponents use the data to improve programs that help veterans and service members with deploy-

ment exposure concerns. To be eligible, you must be a veteran or service member who deployed to contingency operations in the Southwest Asia theater of operations at any time on or after Aug. 2, 1990 (as defined in 38 CFR 3.317(e)(2)), or Afghanistan or Djibouti on or after Sept. 11, 2001. A complete list of all eligible deployment countries/areas is available at the VA registry website. The registry office may reach out to some veterans and service members to ask them to participate in studies that could involve additional questionnaires and exams. The VA maintains the security of all information provided in the registry.

This registry is a database of health information about service members and veterans who have deployed to various conflicts abroad. While there is not enough medical or scientific information to conclude that exposure to airborne hazards or burn pit smoke is associated with long-term health effects at the population level, the DoD and the VA are continuing to address this issue through health studies of service members and veterans who have deployed to conflicts where airborne hazards may have been present or burn pits may have been used. Use the VA website to enroll and answer registry questionnaire to report exposures to airborne hazards, as well as other exposures and health concerns. Interested parties can find additional information, resources, and eligibility criteria at <https://veteran.mobilehealth.va.gov/AHBurnPitRegistry/>.

Sgt. 1st Class Eric Ballheimer entered active duty as a 13M, multiple launcher rocket system crewmember, in 1992. After a break in service, he reentered active service in 2001 as a 42A, human resources specialist. He has served in various positions including NCOIC at Human Resources Directorate and Defense Threat Reduction Agency. Ballheimer has been serving as an assistant inspector general, in the USAFCEFS Office of the Inspector General since July 2019.

This registry is a database of health information about service members and veterans who have deployed to various conflicts abroad.

Personally Identifiable Information

By Sgt. 1st Class Jacob Z. Maxwell, assistant inspector general



Every member of the Armed Forces has the right to have their Personally Identifiable Information (PII) protected from unauthorized disclosure. There is a misconception that PII only includes information such as social security numbers (SSNs) and addresses, but PII is a broader category than many realize. Individuals and leaders at all levels must ensure that they recognize and safeguard PII. Since the exchange of PII is very common, and in many cases necessary, it is vital that legal possessors of PII safeguard it and properly destroy it when they no longer need it.

Proper accountability of PII requires recognition of what constitutes PII and knowledge of individuals' roles and responsibilities in collecting and handling it. PII is defined as any information that can be used to distinguish or trace an individual's identity, including name, SSN, date and place of birth, mother's maiden name, biometric records, employment information and any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information. Every individual has the right to know what information is collected about them, how it will be used and have it protected from unauthorized disclosure.

Safeguarding means protecting PII from loss, theft, or misuse while supporting the agency mission. Users must take these protective measures to prevent unauthorized access to or disclosure of PII. An important and required measure is to protect PII by covering it with a sheet displaying Privacy Act Statement of 1974. Ensure the person you are collecting PII from understands the Privacy Act. One large-scale effort in recent years to safeguard PII is the implementation and use of Department of Defense identification numbers in place of SSNs.

Remember only to collect PII

when authorized and only collect necessary information while informing the individual the purpose of request. Those with access to PII are responsible to ensure that the information entrusted to them in the course of their work is secure and protected. Only need-to-know personnel must have access to PII. Keep only PII relevant to the purpose for which it was collected and delete it when no longer required. Soldiers must learn and understand the requirements for PII's proper marking and storing, destruction and reporting procedures. Most organizations and offices on post have shredding machines; if not the Fort Sill Security Office has a high volume shredder that any service members can request access to in order to destroy unnecessary PII files.

Failure to safeguard PII may easily result in identity theft, adversely affecting an individual's good name, credit and job opportunities. Those found responsible for a breach of PII risk the levying of criminal or civil charges and penalties for failure to protect PII. If you are made aware of a PII breach, report the incident immediately to your first-line supervisor, and your privacy official. Cyber-related violations need to be reported to your Information Technology division as well. After you have notified all of the proper channels, also use the website for reporting all PII breaches: <https://www.privacy.army.mil/PATS/>. For more information refer to USAFCEFS Regulation 1-8 (Reporting Procedures). Also you can report PII violations/breaches to the Fort Sill Operations Center at 580-442-3239/3240/3241 or usar-my.sill.imcom.mbx.ft-sill-eoc@mail.mil.

Sgt. 1st Class Jacob Z. Maxwell entered active duty in 2012 as a 14E, patriot fire control enhanced operator/maintainer. He has served in various positions including team chief, squad leader, platoon sergeant and fire direction chief. Maxwell has been serving as an assistant inspector general at the USAFCEFS Office of the Inspector General since September of 2020.



Individuals and leaders at all levels must ensure that they recognize and safeguard PII.

Fort Sill Inspector General outreach



Sgt. 1st Class Castillo with incoming leaders in the Graham Resiliency Center

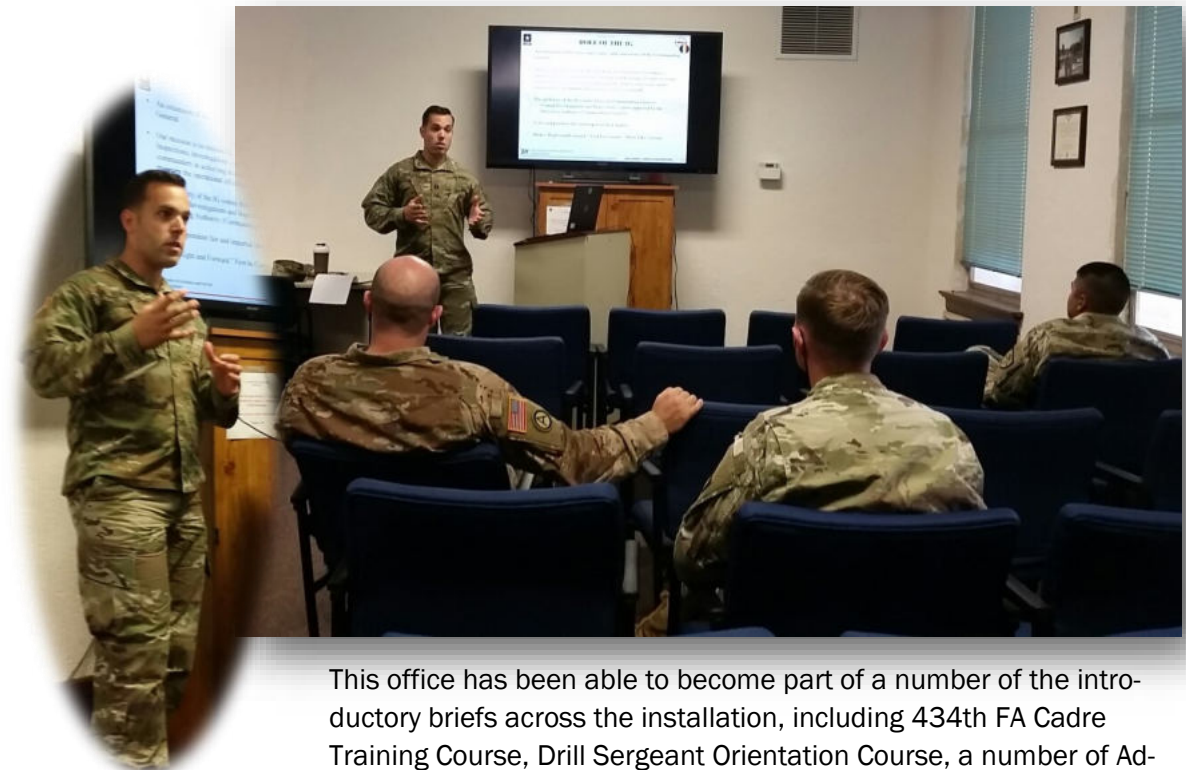
The Fort Sill Inspector General Office puts a lot of energy into our Teach and Train function. This office takes a preemptive, preventative and proactive approach to arming the Soldiers and workers on Fort Sill with the knowledge they need to be successful. Knowing is half the battle and the Fort Sill IG does their best to direct people to that knowledge.

Sgt. 1st Class Mays with incoming cadre at the Cadre Training Course for 434th Field Artillery Brigade



We provide Soldiers an overview brief of the Office of the Inspector General, explain the core IG roles, functions and operating guidelines of Army regulations, identify issues, inspections and investigations internal to the USAFCoEFS. Briefers discuss who can request IG Assistance, IG Appropriateness, IG trends, Whistleblower Reprisal, IG Scope and Confidentiality; they also highlight aspects of the IG which pertain to Soldiers now and in the future.

Fort Sill Inspector General outreach



Capt. Schlissel conducts a brief to the members of the USAFCoEFS Trial Defense Services office, educating them on inspector general functions and services.

This office has been able to become part of a number of the introductory briefs across the installation, including 434th FA Cadre Training Course, Drill Sergeant Orientation Course, a number of Advanced Individual Training (AIT) Courses, Ordnance Training Detachment, NCO Academy and Ft. Sill Commander First Sergeant Course.



Sgt. 1st Class Castillo briefs incoming commanders and first sergeants on inspector general functions and services.



Did you know?

Service members and Civilians will register **Privately Owned Weapons (POWs)** with the Directorate of Emergency Services (DES) PRIOR to bringing or using them on Fort Sill. All residing on Fort Sill will register their POW with the DES within one day of arriving at Fort Sill or within one day of obtaining a POW. All POWs on Fort Sill will be stored and transported IAW USAFCOEFS Regulation 190-1.

Military personnel residing in troop billets that own or possess any item listed in FS Regulation 190-1, paragraphs B-3f (1), (4), (6), or (7), or B-3g, will store the item(s) in a unit arms room. It is the responsibility of the service member to research the list specified in USAFCOEFS Regulation 190-1.

Military personnel and their Family members residing in Family quarters, BOQ, and BEQs who own or possess any item listed in FS Regulation 190-1, paragraphs B-3f(1), (4), (6), or (7), B-3g, will store the item(s) in their residence. Long-term (more than 10 days) residences of post lodging whose units have arms rooms will store their weapons in their unit arms rooms, i.e. PCS and TDY status.

(Fort Sill Blue Book, 2019, para 12.c.)

Rectifying a **pay discrepancy** upon receipt of error is among the few responsibilities issued to commanders and human resources professionals with a strict and prompt suspense. AR 37-104-4, requires commanders and S1s to "Forward pay related documents to the FO/DMPO on a daily transmittal memorandum no later than 1000 hours the workday after the document is received or generated" (para 1-4.f.(5)). This appears twice verbatim, and further establishes the correlating document, DA PAM 600-8, as policy, to "ensure that the member will receive timely action on pay entitlement."

Clothing specifically designed and readily identifiable as an **undergarment** may not be worn in public as outer garments in all publicly used buildings on Fort Sill to include the PX, Shopettes, Transitioning Complex (SFL), Movie Theater, gyms, 3 mile track, etc. (Fort Sill Blue Book, 2019, para 9.c.)

Upcoming inspections			
Date	Agency	Units Affected	Topic
11-14 JAN 2021	FORSCOM IG	75th FA BDE	Tactical Readiness
TBD	TRADOC IG	TBD	OIP (Virtual)
2nd QTR FY21 TBD	FCoE IG	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE	Counseling
2nd QTR FY21 TBD	FCoE IG	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE	Army Values
3rd QTR FY21 TBD	FCoE IG	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE	Army Combat Fitness Test Implementation
3rd QTR FY21 TBD	FCoE IG	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE	Army Voting Assistance Programs
4th QTR FY21 TBD	FCoE IG	FCoE HQ., 428th FA BDE, 434th FA BDE, 30th ADA BDE	Special Conditioning
Postponed (TBD)	DA IG	FCoE HQ, USAG, 434th FA BDE	Army Enlistment Program

The Organizational Inspection Program (OIP) The Integration of Inspections

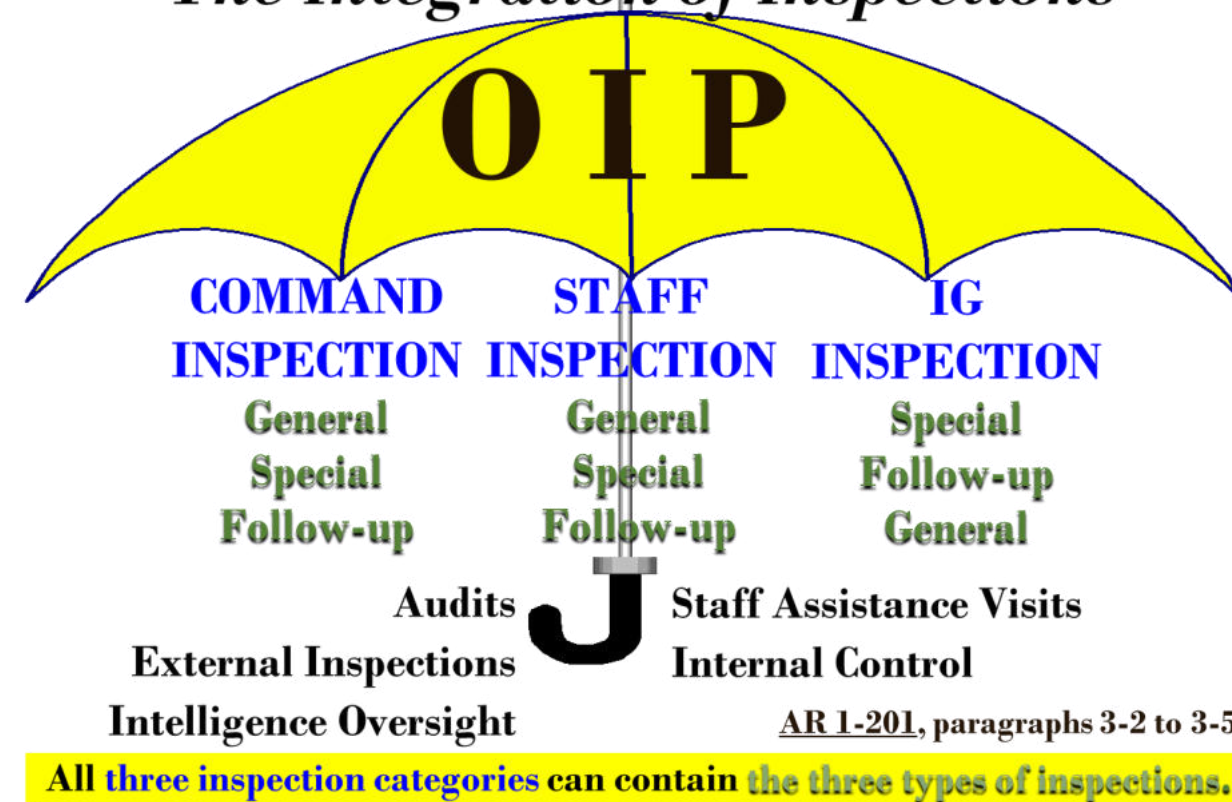


Figure 2: Visual depiction of the OIP Integration;
IG Inspections make up only one category of the three

“Droit-et-Avant”
“Right, then Forward”



Office of the Inspector General

United States Army Fires Center of Excellence

1613 Randolph Road, Fort Sill, Oklahoma 73503

For questions, assistance or to file a complaint:

Commercial: 580-442-3224 / 6007 / 3176

DSN: 639-3224

Fax: 580-442-7352

Email: usarmy.sill.fcoe.mbx.fort-sill-inspector-general@mail.mil



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